

The Deputy Director

Central Intelligence Agency



Washington, D.C. 20505

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Executive Registry

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Misc Sct  
19 Dec 77

5 January 1977

Mr. George H. Kuper  
Executive Director  
National Center for Productivity  
and Quality of Working Life  
Washington, D. C. 20036

Dear Mr. Kuper:

This will acknowledge your memorandum of December 19, 1977 on Federal Government Productivity Improvement. I have reviewed the reporting instructions attached to your memorandum and have determined that it would not be appropriate for this Agency to provide the requested data. The nature of this Agency's activities are such that it would be difficult to provide meaningful productivity data on an unclassified basis.

While this Agency is not able to participate in the Federal Productivity Measurement Project, I assure you that we support fully the Administration's emphasis on productivity improvement in the Federal Government. A fundamental concept of our managerial philosophy is to seek ways to further improve overall productivity and to achieve economies in the conduct of Agency activities. I regret that it is inappropriate to include the results of our efforts in the report of productivity growth in the Federal sector.

Sincerely,

John F. Blake  
Acting Deputy Director

STAT

cc: Mr. Jeffrey Hohenstein  
Office of Productivity and Technology  
Bureau of Labor Statistics  
Room S-4320  
200 Constitution Avenue  
Washington, D. C. 20212

PRODUCTIVITY MEASUREMENT FILE *Misc Sct*

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National Center for Productivity and Quality of Working Life  
Washington 20036

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December 19, 1977

MEMORANDUM FOR: Heads of Executive Departments and Agencies  
SUBJECT: Federal Government Productivity Improvement

The objective of productivity improvement is an underlying principle of all aspects of our economic society as productivity is a fundamental source of our standard of living and our economic strength. The need for continuing to apply this principle to the Federal government itself has been reiterated by President Carter. It has been stated by the Congress through the National Productivity and Quality of Working Life Act of 1975 (P.L. 94-136). The responsibility for productivity improvement rests with all managers of Federal resources. Each Federal agency has been responsible for initiating efforts to encourage and support productivity improvement as reaffirmed in the memorandum for Heads of Executive Departments and Establishments from the Office of Management and Budget dated 13 July 1976.

The National Center for Productivity and Quality of Working Life has been charged by Public Law 94-136 and the Office of Management and Budget to report on the rate of productivity improvement achieved by the Federal establishment. In compiling this report, each department and agency with 200 or more full time regular employees is asked to provide existing agency operating data to the Bureau of Labor Statistics in accordance with the attached instructions and time schedules. The BLS will report back to you and your reporting unit, the productivity ratios compiled from your agency's submission.

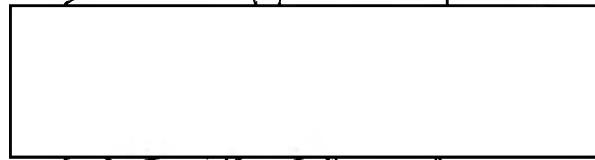
To enhance the usefulness of this data to agency managers, while avoiding unnecessary reporting requirements and excessive paperwork, we want to work toward integrating the performance indicators required in the new Zero-Based Budgeting process with the productivity data submitted to the BLS by each agency. Individual organizations are being encouraged in this data call to use ZBB data to supplement their existing productivity submission. If output and input data appropriate for developing productivity measures are available for specific decision units from the agency's ZBB submission, such data could be submitted to BLS for development of productivity measures and reported back to you.

(FEDERAL PRODUCTIVITY AND QUALITY OF WORKING LIFE  
National Center for Productivity and Quality of Working Life  
Washington 20036  
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The effort to report on Federal government productivity growth is an important demonstration of our concern for government efficiency. However, measurement is only the first step in achieving the productivity improvement our Nation requires. More important, are the efforts of each individual agency to strive for such improvement. We hope that reporting your progress towards productivity growth will serve as a useful focus for this national objective.

With thanks in anticipation of your help and cooperation,  
I remain,



George H. Kuper  
Executive Director

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Federal Productivity  
Measurement Project

Fiscal Year 1977  
Agency Instruction Package

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Exhibit B-1 (Description of measurable activities)	
Exhibit C-1 (Keypunch form for output and input data)	

THIS INTERAGENCY REPORTING REQUIREMENT HAS BEEN APPROVED BY THE  
GENERAL SERVICES ADMINISTRATION IN ACCORDANCE WITH FPMR 101-11.11.  
IT HAS BEEN ASSIGNED INTERAGENCY REPORT CONTROL NO. 0169-NCP-AN.

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Executive Secretary  
*31/12/00*

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